THE INFLUENCE OF HUMAN RESOURCE POLICIES ON EMPLOYEE SATISFACTION AND RETENTION

Mochamad Heru Riza *[1]
Universitas Raharja
heruriza11@gmail.com

Dewi Qomariah Imelda
Universitas Kaltara
dewiqomariah73@gmail.com

Tati Hariyati
Universitas Kaltara
thariyati8@gmail.com

Abstract

This increasingly fierce digital era business competition forces companies to more carefully manage quality human resources. This research uses a literature study to analyze the importance of human capital policies in improving employee satisfaction and retention. The findings show that effective human capital policy formulation and implementation play a vital role in retaining competent employees. The practical implications of this study include suggestions for organizations to re-evaluate and refine employee management policies with a focus on aspects that have been shown to influence employee loyalty and attraction. The research also emphasizes the importance of comprehensive human resource management to create a supportive and motivating work atmosphere for people.

Keywords: HR Policies, Satisfaction, Employee Retention.

INTRODUCTION

In the global era and fierce business competition, human resources (HR) are an important asset for every organization. The quality and performance of human resources can determine the success and sustainability of the company. Therefore, effective human resource management has become a top priority for many organizations around the world.

Effective Human Resource Management (HRM) involves a series of integrated processes, starting from targeted recruitment, developing employee capabilities through continuous training, a fair and transparent performance appraisal system, to providing competitive compensation and facilities. (Muhammad & Naz, 2023). In addition, effective HR management also includes creating a positive work environment, encouraging open communication between management and employees, and aligning

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[1] Correspondence author

individual goals with the company's vision and mission. By implementing a comprehensive HR management strategy that is oriented towards developing employee potential, organizations can increase productivity, loyalty, and ultimately achieve competitive advantage in the increasingly sharp business competition. (Naz & Muhammad, 2021).

One important aspect of HR management is the implementation of appropriate HR policies. HR policies cover various aspects, such as recruitment, selection, training, career development, compensation, and performance management. These policies are designed to ensure that the organization can attract, develop, and retain the best talent. (Gill & Kalra, 2023).

In recent decades, there have been significant changes in global workforce dynamics. New generations with different expectations and values are entering the workforce, while technology continues to change the way employees work and interact. These changes require organizations to continuously evaluate and adapt their HR policies (Sharma et al., 2023).

Employee satisfaction is one of the important indicators in measuring the effectiveness of HR policies. Satisfied employees tend to be more productive, creative, and committed to the organization. Conversely, employee dissatisfaction can lead to decreased performance, high absenteeism, and even unwanted turnover. (VINCENT, 2024).

Employee retention is also a major focus for many organizations. Losing competent employees not only incurs expensive recruitment and training costs, but can also disrupt operations and demoralize the remaining employees. Therefore, understanding the factors that influence employee retention is very important. (Ravesangar & Narayanan, 2024).

While there have been many studies conducted on employee satisfaction and retention, there are still gaps in the understanding of how HR policies specifically affect these two aspects. Some studies show mixed results, signaling the complexity of the relationship between HR policies, employee satisfaction and retention. (Singhal, 2020).

Compensation and benefits policies are often considered the main factors that influence employee satisfaction and retention. However, recent research suggests that non-financial factors such as career development, work-life balance, and company culture also play an equally important role. (Goel & Sinha, 2023).

In this digital age, HR policies related to work flexibility and the use of technology are becoming increasingly relevant. Many companies are adopting remote or hybrid work policies, which have significant implications for employee satisfaction and retention. However, the long-term impact of these policies still needs to be studied further. (Ayudo & Budiono, 2023).

Generational differences in the workforce also pose new challenges in designing HR policies. Millennials and Gen Z have different priorities and expectations than

previous generations. Companies need to understand these differences to design HR policies that can accommodate the needs of various generations (Mathur & Srivastava, 2024).

Globalization has created an increasingly diverse workforce. HR policies that support diversity and inclusion are becoming increasingly important. However, the implementation of these policies can differ across countries and cultures, requiring a more nuanced and contextualized approach. (Kotamena et al., 2021).

The development of artificial intelligence (AI) and automation technologies also brings new implications to HR policies. Companies need to design policies that prepare employees for technological change, including training programs and new skills development. (Alaimo, 2022).

Mental health and employee well-being have become important concerns in recent years, especially in the wake of the COVID-19 pandemic. Human resource policies that support the psychological conditions and well-being of working people can have a significant impact on the satisfaction and retention rates of these individuals. (Zeb et al., 2021).

Global economic challenges and market uncertainty also influence the way organizations formulate their human resource policies. Agencies need to balance cost efficiency and employee development investments, which can affect the satisfaction and stay rates of their personnel. (Devi, 2024).

While many agencies recognize the importance of an effective human resource policy, its implementation is often met with various hurdles. Resistance to change, limited resources, and lack of support from the top will hinder the performance of human resource policies. (Padmavathi, 2023).

Given the complexity and dynamics involved, further research into the influence of human resource policies on personnel satisfaction and stay rates is essential. A deeper understanding of this relationship can help organizations formulate and implement more effective human resource policies, which in turn will support the long-term success and sustainability of the organization.

Research Methods

The study in this research uses a literature review, which is a research approach that focuses on analyzing and synthesizing information from various relevant literature sources. The literature research method is an invaluable approach in building a strong theoretical foundation for research. By conducting a comprehensive literature review, researchers can position their research within the broader context of existing knowledge and identify areas that require further investigation. (JUNAIDI, 2021); (Abdussamad, 2022); (Wekke, 2020).

Results and Discussion

Human Resources (HR) Policy

Human Resources (HR) policy is a set of principles, guidelines, and rules set by an organization to regulate and manage aspects related to the management of employees or human resources. This policy covers various areas such as recruitment, selection, development, compensation, performance evaluation, employee welfare, and industrial relations. (Dhir & Chakraborty, 2021).. The main objectives of HR policies are to ensure that HR management practices are in line with the organization's strategic objectives, comply with applicable regulations, promote fairness and consistency in the treatment of employees, and create a supportive work environment to increase employee productivity and satisfaction. With a clear and structured HR policy, organizations can manage their human resources effectively and efficiently, so that they can support the achievement of overall organizational goals. (Malik et al., 2020).

HR policies can be divided into several main types that cover various aspects of human resource management in an organization. First, recruitment and selection policies that regulate the process of attracting and selecting candidates to fill positions within the company. (Pudjiono & Sihombing, 2021).. Second, development and training policies that focus on improving employee skills and competencies. Third, compensation and benefits policies that regulate the payroll system, incentives, and facilities for employees. Fourth, performance management policies that include the process of evaluating, assessing, and improving employee performance. Fifth, occupational health and safety policies that aim to ensure a safe and healthy work environment for employees. (Ginarya & Ubaidillah, 2023).

In addition, there are also industrial relations policies that govern the interaction between management and employees, including grievance handling and conflict resolution. Diversity and inclusion policies are becoming increasingly important, which aim to create an inclusive work environment that values diversity. Work-life balance policies are also being implemented, which aim to help employees balance their personal and professional lives. (Cao, 2024). Workplace ethics and conduct policies govern the standards of behavior expected of employees. Finally, termination policies govern the procedures and conditions related to employee resignation, dismissal, or retirement. All these types of policies work in tandem to form a comprehensive framework for HR management in an organization. (Luo, 2023).

Human Resource (HR) policies play an important role in an organization as the foundation for effective workforce management. First, HR policies serve as a clear and consistent guide for managers and employees in carrying out various aspects related to HR management. (Bentum, 2023). This helps create a fair, transparent, and predictable work environment, which ultimately increases employee satisfaction and productivity. Secondly, HR policies ensure the organization's compliance with applicable labor regulations, thereby minimizing legal and reputational risks. In addition, HR policies also play a role in aligning HR practices with the organization's long-term strategies and

goals, ensuring that human resources are managed effectively to support the achievement of business objectives. (Al-Hajri, 2020).

Moreover, human resource policies play an important role in shaping organizational culture. Through policies that support employee development, diversity and inclusion, and work-life balance, companies can create an environment that supports employee innovation, collaboration, and commitment. Human resource policies also facilitate consistent and objective decision-making in matters such as promotions, compensation, and handling disciplinary issues. (Zámečník & Kožíšek, 2021).. This helps to reduce bias and improve perceptions of fairness among employees. Finally, a good human resource policy can be an effective tool for attracting and retaining top talent, as a progressive and supportive policy for employees can increase the attractiveness of the company as a desirable place to work. Thus, human resource policies serve not only as internal rules, but also as a strategic instrument to build a company's competitive advantage through the management of its human resources. (Bal & Anitha, 2024).

Employee Satisfaction

Employee satisfaction is a concept that describes the level of comfort and fulfillment that individuals feel towards their work and environment. It encompasses various aspects as well as salary, benefits, working conditions, relationships with peers and superiors, career development opportunities, and the fit between personal values and the organization. Job satisfaction is not just about how much someone likes their job, but also includes the extent to which the job meets individual needs and expectations, both materially and psychologically. (Wepukhulu & Likoko, 2023).. High levels of worker satisfaction are generally associated with increased productivity, loyalty, and commitment to the organization, as well as decreased rates of absenteeism and turnover. Therefore, understanding and improving worker satisfaction is a major focus in modern human resource management, as it is considered key to creating an engaged and high-performing workforce. (Janković et al., 2023)..

Employee satisfaction is influenced by a variety of interrelated and complex factors. Some important factors include: fair and competitive compensation and benefits; safe, comfortable, and supportive work environment; career development and continuous learning opportunities; positive interpersonal relationships with peers and superiors; work-life balance; recognition and reward for performance and contributions; clarity of roles and responsibilities; autonomy at work and involvement in decision-making; inclusive and supportive organizational culture; job security; match between personal values and organizational values; quality of leadership and management; and fair and transparent HR policies and practices. (Suryani et al., 2023). In addition, individual factors such as personality, expectations, and previous work experience can also influence the level of worker satisfaction. It is important to note

that the weight or importance of each of these factors can change depending on the individual, the type of job, and the organizational context, so a personalized approach to managing worker satisfaction is often required for optimal results (Zardari et al., 2023). (Zardari et al., 2023).

Employee satisfaction assessment is a systematic process of evaluating the level of employee satisfaction and engagement within an organization. Commonly used methods include employee satisfaction surveys, in-depth interviews, focus group discussions, and analysis of secondary data such as turnover and absenteeism rates. Employee satisfaction surveys usually cover various aspects such as working conditions, compensation, relationships with superiors and coworkers, career development opportunities, and work-life balance. (Jain et al., 2023).. Likert scales are often used in these surveys to measure employees' level of agreement with various statements. In addition, modern measurement techniques also utilize sentiment analysis on internal communications, the use of real-time feedback applications, as well as shorter but more frequent pulse surveys. It is important to ensure anonymity and confidentiality in the measurement process in order to encourage employee honesty and active participation. (Kumar et al., 2023). The results of these measurements are then analyzed to identify trends, areas for improvement, and to compare with industry benchmarks, which are then used as a basis for designing strategies to improve employee satisfaction and organizational development. (Suta, 2023).

Thus, employee satisfaction is a critical aspect of human resource management that is influenced by a variety of complex factors, both internal and external. These factors include compensation, work environment, development opportunities, interpersonal relationships, work-life balance, and more. Given the complexity and individual variations in job satisfaction, organizations need to measure employee satisfaction on a regular and comprehensive basis.

Measuring employee satisfaction using a variety of methods, from traditional surveys to modern technology-based techniques, allows organizations to gain deep insights into their employees' satisfaction levels. The data obtained from these measurements is invaluable for identifying areas that require improvement as well as for designing effective strategies to improve employee satisfaction. (Durra, 2023).

By understanding the determinants that affect employee satisfaction and well-being, and measuring them actively and continuously, an organization can build a much more conducive and inspiring work climate. (ABDALI & HAKIMI, 2023). This in turn will strengthen the relationship between the company and its best people, and ultimately increase productivity and overall business success. Building a work culture that cares about the welfare of the people under its care, through holistic and sustainable human resource management, is the key to supporting the realization of an enthusiastic, responsive, and loyal workforce in the long term. (Bubert, 2021).

Employee Retention

Employee retention is the ability of an organization to retain its employees over a long period of time. It is a strategy and practice carried out by the company to create a positive and supportive work environment, so that employees feel valued, motivated, and reluctant to leave the organization. Employee retention involves various aspects, such as competitive compensation, career development opportunities, good work-life balance, recognition of achievements, and an inclusive corporate culture. (Bulsari & Pandya, 2023).. The main objectives of employee retention are to reduce employee turnover, retain the best talent, maintain operational continuity, and avoid expensive costs associated with recruiting and training new employees. Through effective retention strategies, companies can build stable, experienced, and committed work teams, which in turn can increase the organization's productivity, innovation, and competitive advantage in the long run. (Bentum, 2023).

Employee retention is influenced by a variety of interrelated factors, both internal and external. One key factor is competitive compensation and benefits, including salary, bonuses, and health benefits packages. However, financial factors are not the only determinants; a positive and supportive work environment is also very important. (Ndiango et al., 2024). This includes an inclusive company culture, open communication between management and employees, and a good work-life balance. Career development opportunities and continuous learning also play a significant role in retaining employees, as they provide avenues for professional and personal growth (Buga, 2024). (Buga, 2024).

Some other factors that influence employee loyalty include the quality of leadership in the organization, recognition for good performance, and a sense of security in the workplace. Good personal relationships with coworkers and superiors also contribute to employees' desire to stay with the company. In addition, factors such as work location, flexibility (including Work from Home options), and the alignment of employees' personal values with the company's mission and goals also influence employees' decision to stay. (Halim, 2021). It should be noted that each employee has their own priorities, so a personalized and flexible approach to employee retention strategies is often needed to meet the diverse needs of modern workers. (Ekmekcioglu & Nabawanuka, 2023)..

An effective employee retention strategy involves a holistic approach that considers various aspects of the work experience. One key element is creating a competitive compensation and perks package, including market-competitive salaries, performance bonuses, and comprehensive health benefits. However, a successful retention strategy also needs to go beyond the financial aspects. Companies should focus on building a positive and inclusive work culture, where employees feel valued and engaged. (Muhammad & Naz, 2022). This can be achieved through open communication, recognition of achievements, and opportunities to participate in

decision-making. A structured career development and training program is also important, providing employees with a clear path for professional growth and advancement in the organization (Aleem & Bowra, 2020). (Aleem & Bowra, 2020).

In detail, a powerful retention strategy should consider the balance between an employee's work and personal life. This naturally involves offering flexible work schedules, remote work options, or supportive leave policies. Creating a comfortable and supportive work environment, both physically and mentally, is also important. (NASIM et al., 2021). Companies can implement wellbeing, mentoring and support programs for psychological health. It is also important to regularly gather feedback from employees through surveys or discussions, and utilize this information to continuously improve company policies and practices. Finally, building strong and powerful leadership at all levels of the organization can help create a sense of loyalty and commitment among employees, which in turn will increase long-term retention. (Pasaribu & Maulana, 2021).

Relationship between HR Policies, Employee Satisfaction and Retention

Human Resources (HR) policies greatly influence a company's employee experience and their level of satisfaction. A good HR policy will cover various aspects from recruitment, training, performance appraisal, to compensation and benefits. (Zebua et al., 2022).. If these policies are implemented appropriately, it will create a work environment that is supportive, fair, and provides satisfaction for employees. For example, a clear career development policy will give employees a picture of their future in the company. Meanwhile, a competitive compensation policy will fulfill their financial needs (Vasudevan et al., 2014). (Vasudevan et al., 2024)..

The level of employee satisfaction is strongly influenced by the implementation of HR policies in the workplace. Employees who feel that HR policies support their professional growth, value their contributions, and care about their welfare tend to have high levels of job satisfaction. (Habsi et al., 2021). This satisfaction can arise from various factors such as feeling valued through a fair reward system, having learning opportunities through training programs, or enjoying work flexibility that allows a balance between work and personal. If employees are satisfied with their jobs and work environment, they are more likely to remain committed and do their best for the company (Khan et al., 2020). (Khan et al., 2020).

Employee retention is a direct result of high employee satisfaction and effective HR policies. Employees who are satisfied with their work experience and feel that their needs and aspirations are met by company policies, tend to have high loyalty to remain in the organization in the long term. (Martadinata et al., 2022).. HR policies that support employee development, reward achievement, and create a positive work environment can significantly increase employee loyalty. This in turn will reduce employee turnover,

save recruitment and training costs, and retain the organization's knowledge and expertise. (Kuancintami & Heryjanto, 2023)..

The relationship between HR policies, employee satisfaction and retention forms a mutually reinforcing cycle. Good HR policies increase employee satisfaction which in turn leads to higher retention. High retention allows companies to focus more on developing and improving HR policies rather than continuing to face the problem of employee turnover (Miethlich et al., 2022). (Miethlich et al., 2022).. Companies that successfully align HR policies with employee needs and expectations will see improvements not only in employee satisfaction and retention, but also productivity, innovation, and organizational performance. Therefore, investment in the development and implementation of effective HR policies should be seen as a long-term strategy that is crucial to organizational success. (Pudjiono & Sihombing, 2021).

HR Policy Development Strategies to Improve Employee Satisfaction and Retention

Human resource policy reform strategies to improve employee satisfaction and loyalty should start with a holistic approach that considers the entire life cycle of employees within the organization. The first step is to conduct an in-depth evaluation of employee needs and expectations, which can be done through surveys, interviews, and focus groups. (Hassan, 2023). This information can then be used to design policies that are truly responsive to employee needs. For example, if the results of the analysis show that employees highly value job flexibility, companies can develop policies that support work-life balance, such as remote working options or flexible working hours. It is also important to ensure that the policies developed are in line with the organization's culture and long-term business goals. (Nayak et al., 2021).

The development of a comprehensive training and development program is a key component of an effective HR policy strategy. This policy should be designed to support employees' professional growth and prepare them for future roles within the organization. This can include coaching programs, job rotations, skills workshops, and support for further education. (Bilorus & Firsova, 2020). In addition, companies should consider implementing a transparent and fair performance appraisal system. This system should not only evaluate performance, but also provide constructive feedback and identify areas for development. By linking performance to development opportunities and career advancement, employees will feel more valued and motivated to stay with the organization. (Yusuf et al., 2024).

A competitive compensation and benefits policy is also an important aspect in improving employee satisfaction and loyalty. Policy development strategies in this area should consider not only base salary, but also performance-based incentives, bonuses, and non-financial benefits such as health insurance, pension programs, and paid leave. It is important to periodically assess industry practices to ensure that compensation packages remain competitive. (Pekerşen & Tugay, 2020). In addition, companies may

consider developing reward and recognition programs that celebrate employee achievements, both monetary and non-monetary in nature. This may include "Employee of the Month" programs, special project bonuses, or opportunities to lead important initiatives. (Okolie & Memeh, 2022).

Finally, HR policy development strategies should include a focus on creating a positive and inclusive work environment. This involves developing policies that support diversity and inclusion, address work-life balance issues, and promote employee health and well-being. Companies may consider implementing wellness programs, providing ergonomic workspaces, or offering mental health support. In addition, it is important to develop effective internal communication policies to ensure transparency and employee involvement in organizational decision-making. By adopting a comprehensive and employee-centric approach to HR policy development, companies can significantly improve employee satisfaction, strengthen loyalty, and ultimately drive long-term organizational success.

Conclusion

Human resource (HR) policies have a substantial influence on employee satisfaction and loyalty in an organization. Effective HR policies that empower employees are proven to create a positive work environment, increase motivation, and build employee commitment to the company. Aspects such as career development, fair compensation, comprehensive training programs, and policies that support work-life balance all contribute to increased levels of employee satisfaction. When employees feel satisfied and valued, they are more likely to stay within the organization, which in turn reduces turnover rates and increases employee loyalty.

Research shows that organizations that implement HR policies that are progressive and responsive to employee needs tend to have higher levels of employee satisfaction. Policies such as work flexibility, continuous professional development programs, transparent merit management systems, and employee welfare initiatives all play a role in creating a positive work experience. This not only improves employee productivity and performance, but also builds the company's reputation as a top choice for prospective employees, which ultimately helps in attracting and retaining the best talent. In addition, HR policies that support diversity and inclusion are proven to increase employee engagement and create a stronger and more inclusive organizational culture.

However, it is important to note that the effectiveness of HR policies in improving employee satisfaction and loyalty depends largely on consistent implementation and effective communication. Policies that are good on paper but poor in execution can result in disappointment and dissatisfaction among employees. Therefore, organizations need to periodically evaluate and adjust their HR policies based on employee feedback and changing workplace dynamics. With a holistic and

sustainable approach to HR policy development and implementation, organizations can effectively improve employee satisfaction, strengthen loyalty, and ultimately create competitive advantage through a committed and high-performing workforce.

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